
**State of Washington
Department of Transportation
Merit 1 Employees Only**

**Human Resource
Management Report**



October 2009

Managers' Logic Model for Workforce Management



Executive Summary

Department of Transportation

Performance Measure	Status	Action Priority ^e	Comments
PLAN & ALIGN WORKFORCE			
Management profile ^a	8.7% = "Managers"; 8.9% = WMS only	L	As of 6/30/09; WMS control point = 11.2%
% employees with current position/competency descriptions ^b	99.82%	L	Individuals in the PMP on 06/09
HIRE WORKFORCE			
Average Time to Hire Funded Vacancies ^c	53 avg days to hire (of 160 vacancies filled)	L	Data from 07/08 - 06/09
Candidate quality ratings ^c	98% cand. interviewed had competencies needed 100% mgrs said they were able to hire best candidate	L	Data from 07/08 - 06/09
Hiring balance (% types of appointments) ^c	47% promotions; 31% new hires; 13% transfers; 1% exempts; 8% other	L	Data from 07/08 - 06/09
Number of separations during post-hire review period ^c	40	M	Data from 07/08 - 06/09
DEPLOY WORKFORCE			
Percent employees with current performance expectations ^b	99.82%	L	Individuals in the PMP on 06/09
Overtime usage: (monthly average) ^c	5.01 hours (per capita); 26.66% of EEs receiving OT	L	Data from 07/08 - 06/09
Sick leave usage: (monthly average) ^c	6.5 hours (per capita)	L	Data from 07/08 - 06/09
# of non-disciplinary grievances ^c	13 grievances	L	Data from 07/08 - 06/09
# of non-disciplinary appeals & Dir's Reviews filed ^c	9 appeals, 9 Director's Reviews	L	Data from 07/08 - 06/09
DEVELOP WORKFORCE			
Percent employees with current individual training plans ^b	99.82%	L	Individuals in the PMP on 06/09
REINFORCE PERFORMANCE			
Percent employees with current performance evaluations ^b	97.82%	L	Individuals in the PMP on 06/09
Number of formal disciplinary actions taken ^c	53	L	Data from 07/08 - 06/09
Number of disciplinary grievances and appeals filed ^c	18 grievances; 0 appeals	L	Data from 07/08 - 06/09
ULTIMATE OUTCOMES			
Turnover percentages (leaving state service) ^c	5.50%	L	Data from 07/08 - 06/09
Diversity Profile ^a	26% female; 11% people of color; 74% 40+; 3% with disabilities	M	As of 6/30/09

a) Data as of 6/30/09

b) Data as of 6/30/09 **or** agency may use more current date (if so, please note in the "Comments" section)

c) Data from 7/1/08 through 6/30/09

d) Data as of November 2007 State Employee Survey

e) Action Priority: H=High, M=Medium, L=Low For those measures that have Action Steps

Management Profile

Agency Priority: Low

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

WMS Employees Headcount = 685

Percent of agency workforce that is WMS = 8.9%

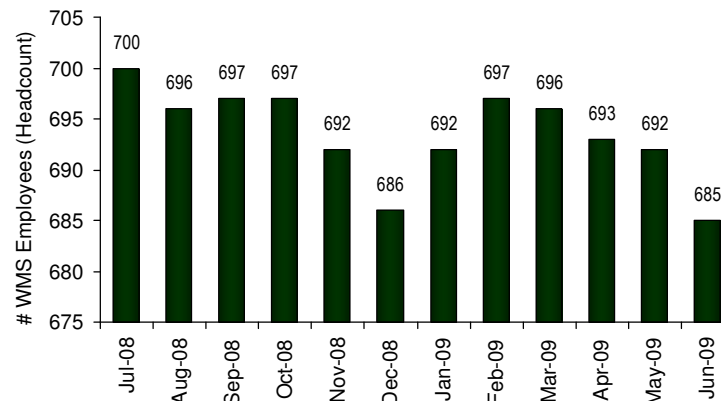
All Managers* Headcount = 668 (27 EMS, 2 Exempt, 638 WMS, 1 GS)

Percent of agency workforce that is Managers* = 8.7%

•In positions coded as "Manager", (manages people = includes EMS, WMS, and GS)

•Sub-Agency Ferries/Marine 'active' employee counts were not factored into previous HR Mgmt reports. They are now and will continue to be going forward.

Data Time Period: 07/08 through 06/09
Washington Management Service Headcount Trend



(M)anagement 638
(C)onsultant 30
(P)olicy 17

(M) = manage people
(C) = single contributor consultant/technical expert
(P) = single contributor formulate/administer policy

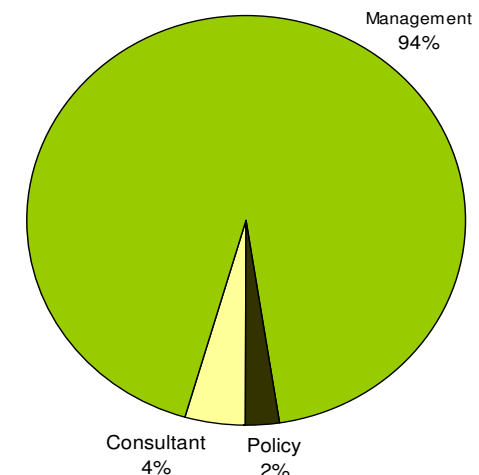
Analysis:

- **WMS Control Point: 11.2%**
- The agency is well below the established Control Point.
- The number of all 'active' employees, including Ferries/Marine Division, as of June 30, 2009 was 7,672. Agency managers are accountable for staff in the sub-agency Ferries/Marine Division.

Action Steps:

- The use of the WMS will continue to be monitored closely by the agency's Classification/Compensation Manager.

WMS Management Type



Data as of 06/09
Source: DOP HRMS BI

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Management profile
Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Current Position/Competency Descriptions

Agency Priority: Low

Percent employees with current position/competency descriptions = 99.82%*

*Based on 5585 of 5595 reported employee count
Applies to employees with permanent status, filled positions, WMS, General Service & Exempt

Represents all employees with permanent status - WMS, GS and Exempt	Agency Total
As of 6/30/2009	5595
# with current position/competency descriptions	5585
Rate	99.82%

Analysis:

- At the conclusion of FY08 the agency's percentage in this area was 96%.
- The agency increased by 3.82% in this area and continues to maintain a rate between 90-100%.
- During FY09, the agency implemented a new Job Description form and continued to require an annual review of the job description at the time expectations are set.

Action Steps:

In order to maintain a high rate:

- The Performance Management Program (PMP) Administrator's will continue to train managers and supervisors on the use of the program.
- Competencies are an integral part of the agency's PMP. Executive Management fully supports the program and has set the expectation that all phases of the program will be completed.
- Reports will be used to provide up-to-the-minute information to all supervisors on the status of appraisals – started (includes review of competencies and position descriptions), due and completed.
- Additional reports will be prepared by HR to send to appointing authorities that document percentage of completion of the PMP by Region and appointing authority.

Data as of: Individuals in PMP on 06/09
Source: WSDOT Performance Management Program

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-hire vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Time-to-Hire / Candidate Quality

Agency Priority: Low

Time-to-Hire Funded Vacancies

Average number of days to hire*:	53
Number of vacancies filled:	160

*Equals # of days from the date the hiring supervisor informs the agency HR Office to start the process to fill the position, to the date the job offer is accepted. - Prior WSDOT HR Management reports captured *Time-to-Fill* days from recruitment opening date to the appointment effective date.

Agency Priority: Medium

Candidate Quality

Of the candidates interviewed for vacancies, how many had the competencies (knowledge, skills & abilities) needed to perform the job?

Number = 406 Percentage = 98%

Of the candidates interviewed, were hiring managers able to hire the best candidate for the job?

Hiring managers indicating "yes":

Number = 130 Percentage = 100%

Hiring managers indicating "no":

Number = 0 Percentage = 0%

Analysis:

- The *Governor's Hiring Freeze* was implemented in August 2008.
- The number of vacancies filled declined by 601 from FY08.
- The number of days to hire declined by eight.

Action Steps:

- WSDOT Recruitment Services will continue using full-cycle recruiting. A single recruiter handles the process from approval to hire through job offer.
- WSDOT Recruitment Services will continue using performance-based hiring to include:
 - a. creating job announcements based on specific performance objectives
 - b. using advanced marketing and networking concepts to locate and attract top people
 - c. conducting job matching through in depth, fact-finding interviewing
 - d. integrating recruitment practices focused on opportunity rather than compensation.
 - e. design interview sequences and complete reference and background checks on all finalists (even internal candidates).
- WSDOT Recruitment Services will continue to collect Candidate Quality data using their established survey tool.

Data Time Period: 07/08 through 06/09
Source: WSDOT Recruitment Tracking

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-hire vacancies

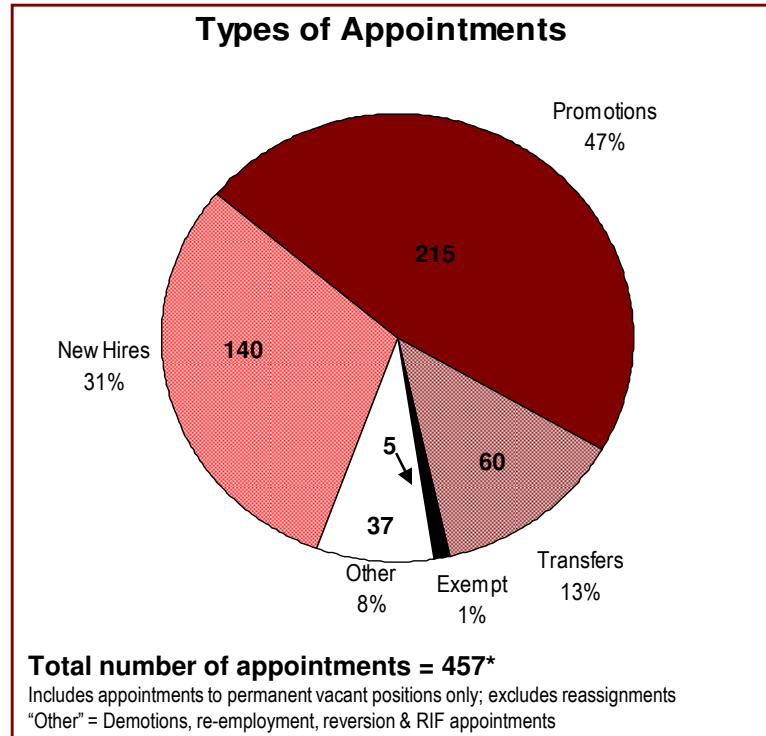
Candidate quality

Hiring Balance
(proportion of appointment types)

Separation during review period

Hiring Balance / Separations During Review Period

Agency Priority: Low



Agency Priority: Medium

Separation During Review Period	
Probationary separations - Voluntary	15
Probationary separations - Involuntary	20
<i>Total Probationary Separations</i>	<i>35</i>
Trial Service separations - Voluntary	05
Trial Service separations - Involuntary	00
<i>Total Trial Service Separations</i>	<i>05</i>
Total Separations During Review Period	40

Data Time Period: 07/08 through 06/09
Source: DOP HRMS BI

Analysis:

- Promotional appointments continue to be higher than the other types of appointments.
- There were 800 fewer appointments during this fiscal year than there were in FY08, (New Hires -362, Promotions -305, Transfers -123, Exempts -17, Other +7).
- Supervisors are using the probationary/trial service period to address employee performance before permanent status is gained.
- During FY08 the agency had 24 *Involuntary Probationary Separations*. The number decreased to 20 during FY09.
- The *Total Separations During Review Period* was 73 during FY08 and has decreased to 40 during FY09.

Action Steps:

- The appointment actions will continue to be monitored by the agency's Classification/Compensation Manager. The agency will continue with its established hiring and appointment approval process.
- Agency managers and supervisors will continue to use the probationary and trial service period to address employee performance before permanent status is gained. The Office of Human Resources will continue to provide guidance and/or training in this area.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Current Performance Expectations

Agency Priority: Low

Percent employees with current performance expectations = 99.82%*

*Based on 5585 of 5595 reported employee count
Applies to employees with permanent status, filled positions, WMS, General Service & Exempt

Represents all employees with permanent status - WMS, GS and Exempt	Agency Total
As of 6/30/2009	5595
# with current performance expectations	5585
Rate	99.82%

Analysis:

- At the conclusion of FY08 the agency's percentage was 96% in this area.
- The agency increased by 3.82% in this area and continues to maintain a rate between 90-100%.
- The Performance Management Program (PMP) HR Staff continue to work with managers to ensure that competencies are current with employee job duties.

Action Steps:

In order to maintain a high rate:

- The PMP Administrators will continue to train managers and supervisors on the use of the program.
- Setting expectations is an integral part of the agency's PMP. Executive Management fully supports the program and has set the expectation of completing all phases of the program.
- Reports will be used to provide up-to-the-minute information to all supervisors on the status of appraisals – started (setting expectations), due and completed.
- Bi-weekly reports will be provided to HR Consultants that indicate whether employees have an active appraisal, and documents the expectations set.

Data as of: Individuals in PMP on 06/09
Source: WSDOT Performance Management Program

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

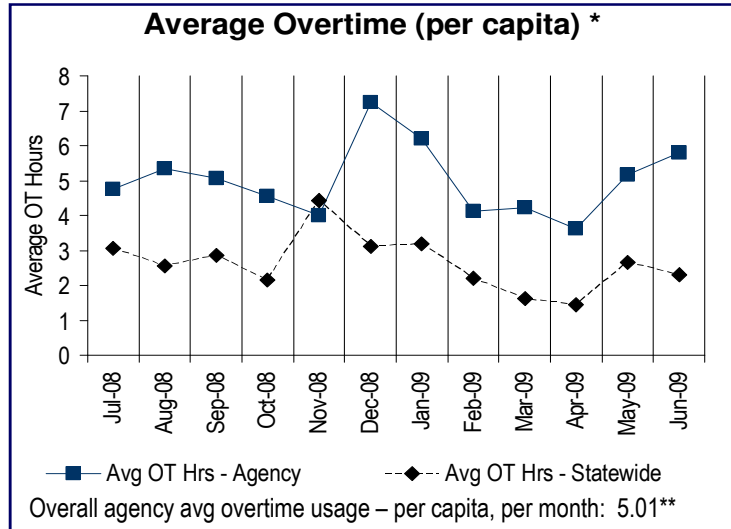
Overtime usage

Sick leave usage

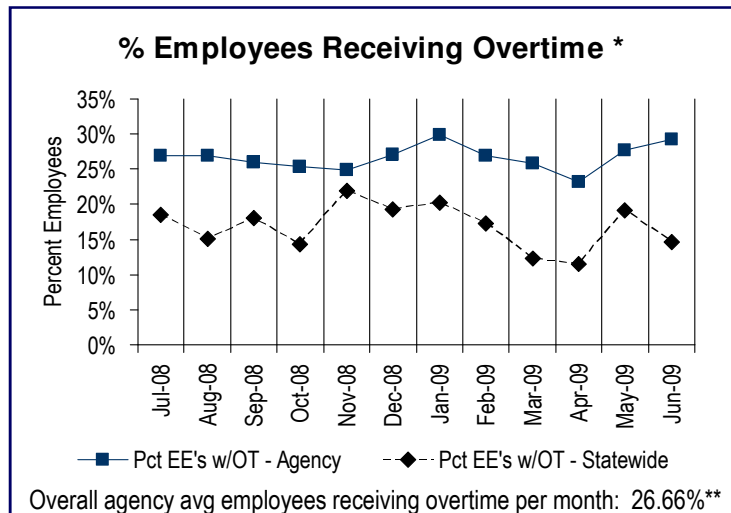
Non-disciplinary grievances/appeals filed and disposition (outcomes)

Overtime Usage – Employees in Permanent, Appointed, and Exempt Positions Only

Agency Priority: Low



**Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages / # months

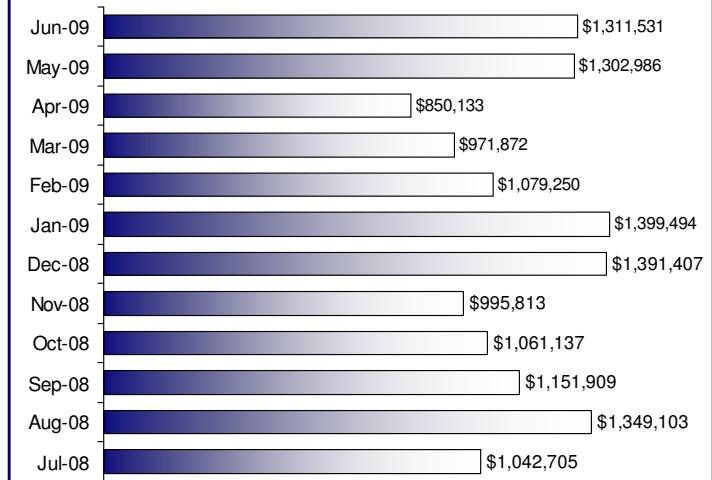


**Overall agency avg employees receiving overtime per month = sum of monthly OT percentages / # months

*Statewide overtime values do not include DNR

Data Time Period: 07/08 through 06/09
Source: DOP HRMS BI

Overtime Cost - Agency



Analysis:

- WSDOT averaged 5.24 overtime hours per capita, per month during FY08. We see a slight decrease in that number during FY09 (5.01).
- The average number of employees receiving overtime per month has continued to decrease. The average number of employees receiving overtime per month for FY07 was 29.5% and in FY08 it was 28.34%. The average has dropped by 1.68% since FY08 and by 2.84% since FY07.
- WSDOT overtime usage tends to be higher in the summer and winter months due to project delivery demands and snow removal season.

Action Steps:

- Monitoring of overtime usage by managers and supervisors will continue.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

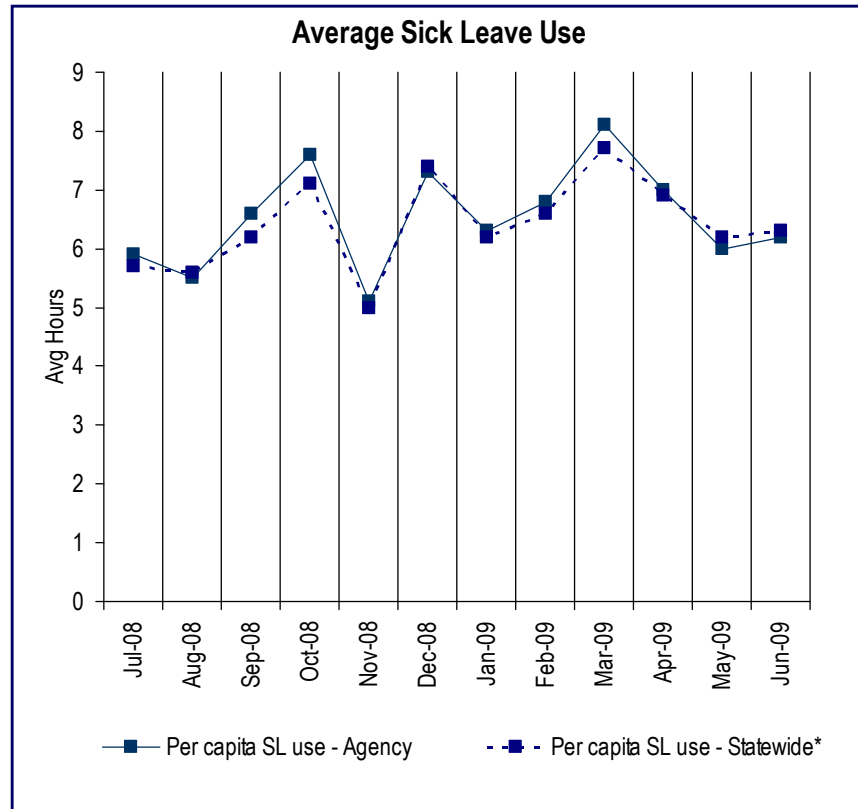
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Agency Priority: Low

Sick Leave Usage



Analysis:

- *Average Sick Leave Hours Used:* FY07 = 6.2, FY08 = 6.3, FY09 = 6.5. The average sick leave used has changed minimally over the last three fiscal years.
- This is the first year that the *Average Sick Leave Balance (per capita)* has been reported.
- The *Average Sick Leave Balance* will be more relevant when we can compare data in the future. The agency's average balance per capita is higher (62.9 hours) than the statewide balance.

Action Steps:

- The agency's Wellness Coordinator will supply the agency with health related information and reminders.

Sick Leave Hrs Used / Sick Leave Balance (per capita)

Avg Hrs SL Used (per capita) - Agency	Avg SL Balance (per capita) - Agency	Avg Hrs SL Used (per capita) - Statewide*	Avg SL Balance (per capita) - Statewide*
6.5 Hrs	303.1 Hrs	6.4 Hrs	240.2 Hrs

* Statewide data does not include DOL, DOR, L&I, and LCB

Data Time Period: 07/08 through 06/09
Source: DOP HRMS

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

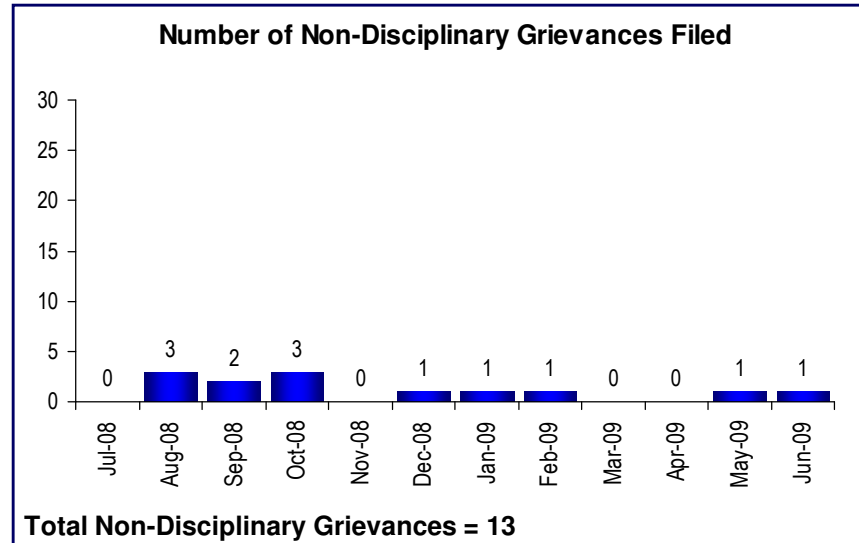
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Non-Disciplinary Grievances (represented employees)

Agency Priority: Low



* There may not be a one-to-one correlation between the number of grievances filed (shown top of page) and the outcomes determined during this time period. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Non-Disciplinary Grievance Disposition*

(Outcomes determined during time period listed below)

- Withdrawn – 46.1% (6)
- Settled – 38.5% (5)
- Pending – 15.4% (2)

Top 5 Non-Disciplinary Grievance Types (i.e., Compensation, Overtime, Leave, etc)

Grievance Type	# Grievances
1. Leave	4
2. Discrimination	3
3. Hours of Work	1
4. Classification	1
5. Assignments	1

Analysis:

- Three of the four grievances filed over Leave issues were due to denials of shared leave requests. Two of the three were settled with the employee and union while the third was withdrawn.
- Discrimination issues typically involved behavior and conduct of managers towards employees. These grievances also were resolved once meaningful dialogue was established.
- Once meetings were held between Management and the union regarding issues of hours of work, classification and assignments the issues were resolved.

Action Steps:

- Work through the collective bargaining process to seek mutual clarification on Hours of Work and Leave issues.
- The Department will continue to train on hours of work, leave and overtime in attempt to resolve contractual disputes before they occur.

Data Time Period: 07/08 through 06/09
Source: WSDOT Labor Relations Office

Non-Disciplinary Appeals (mostly non-represented employees)

Agency Priority: Low

Filings for DOP Director's Review

- 07 Job classification
- 02 Rule violation
- 00 Name removal from Layoff List
- 00 Exam results or name removal from applicant/candidate pool, *if DOP did assessment*
- 00 Remedial action

09 Total filings

Filings with Personnel Resources Board

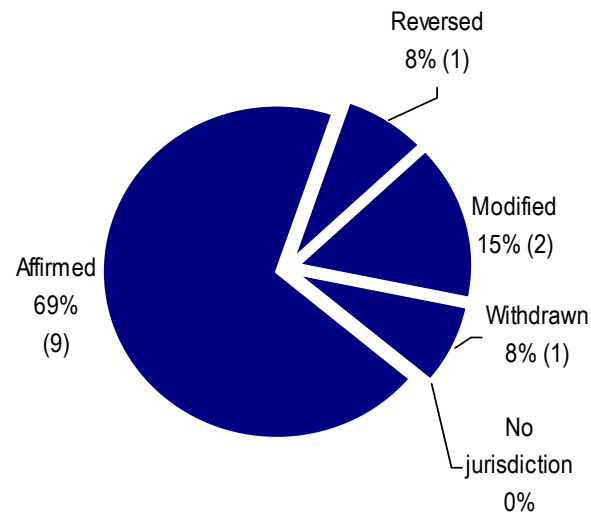
- 09 Job classification (230 reallocation requests received during timeframe reported)
- 00 Other exceptions to Director Review
- 00 Layoff
- 00 Disability separation
- 00 Non-disciplinary separation

09 Total filings

Non-Disciplinary appeals only are shown above.

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

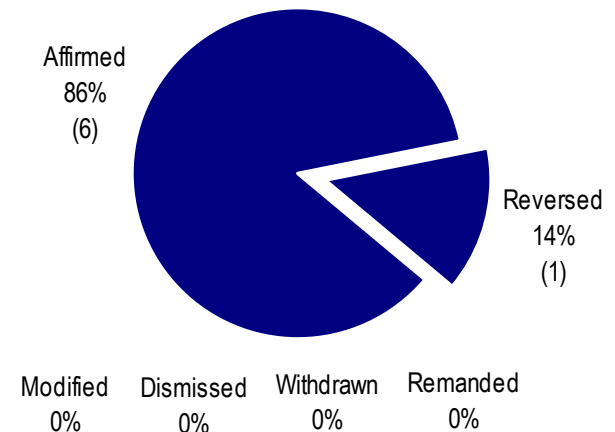
Director's Review Outcomes



Total outcomes = 13

Data Time Period: 07/08 through 06/09
Source: Department of Personnel

Personnel Resources Board Outcomes



Total outcomes = 07

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Develop Workforce

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans

Competency gap analysis (TBD)

Individual Development Plans

Agency Priority: Low

Percent employees with current individual development plans = 99.82%*

*Based on 5585 of 5595 reported employee count
Applies to employees with permanent status, filled positions, WMS, General Service & Exempt

Represents all employees with permanent status - WMS, GS and Exempt	Agency Total
As of 6/30/2009	5595
# with current individual development plans	5585
Rate	99.82%

Analysis:

- At the conclusion of FY08 the agency's percentage was 96% in this area.
- The agency increased by 3.82% in this area and continues to maintain a rate between 90-100%.

Action Steps:

- Along with job class matrices maintained by Staff Development, supervisors and employees will set individual development plans during the performance management process for the evaluation period.

Data as of: Individuals in PMP on 06/09
Source: WSDOT Performance Management Program

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Current Performance Evaluations

Agency Priority: Low

Percent employees with current performance evaluations = 97.82%*

*Based on 5473 of 5595 reported employee count
Applies to employees with permanent status, filled positions, WMS, General Service & Exempt

Represents all employees with permanent status - WMS, GS and Exempt	Agency Total
As of 6/30/2009	5595
# with current performance evaluations	5473
Rate	97.82%

Analysis:

- At the conclusion of FY08 the agency's percentage was 95% in this area.
- The agency increased by 2.82% in this area and continues to maintain a rate between 90-100%.

Action Steps:

In order to maintain a high rate:

- The Performance Management Program (PMP) Administrators will continue to train managers and supervisors on the use of the program.
- Performance evaluations are an integral part of the agency's PMP. Executive Management fully supports the program and has set the expectation that all phases of the program will be completed. Quarterly reports will be sent to Executive management on appraisals overdue or not started.
- Additional reports will be used to provide up-to-the-minute information to all supervisors on the status of appraisals - due.
- A report directly tied to the PMP database allows HR to ensure that evaluations are completed, with the percentage of completion detailed by region, organization code and appointing authority. These reports will be shared at manager meetings.

Data as of: Individuals in PMP on 06/09
Source: WSDOT Performance Management Program

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Formal Disciplinary Actions

Agency Priority: Low

Disciplinary Action Taken

Action Type	# of Actions
Dismissals	10
Demotions	10
Suspensions	04
Reduction in Pay*	29
Total Disciplinary Actions*	53

* Reduction in Pay is not currently available as an action in HRMS/BI.

Issues Leading to Disciplinary Action

- Ethics - 14
- Leave - 7
- Performance - 23
- Safety - 3
- Violence - 6

Analysis:

- The Department emphasis on safety and holding employees accountable for unsafe actions has lead to a decrease in safety related disciplines from the previous reporting period.
- Internet and e-mail abuse continues to be one of the Department's top disciplinary issues.
- Managers are utilizing the performance improvement plans and performance management program evaluations to track performance issues. As a result, the number of performance-based disciplines continues to rise.
- There was an increase in disciplines taken during the reporting period which lead to a rise in the number of dismissals and demotions. Managers are utilizing the progressive discipline model and meeting the elements of just cause to address issues which is indicative of the low grievance rates based on the number of disciplines imposed.

Action Steps:

- The Department will expand the use of performance improvement plans and training to address performance issues early and attempt to correct performance problems and continued performance issues will be addressed with disciplinary action.
- The Department will continue to educate employees on the proper use of state resources, in particular the use of e-mail and the internet while at work.
- The Department will continue to reinforce the importance of safety with training while continuing to change the culture of the organization towards a safety first mentality.

Disciplinary Grievances and Appeals

Agency Priority: Low

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

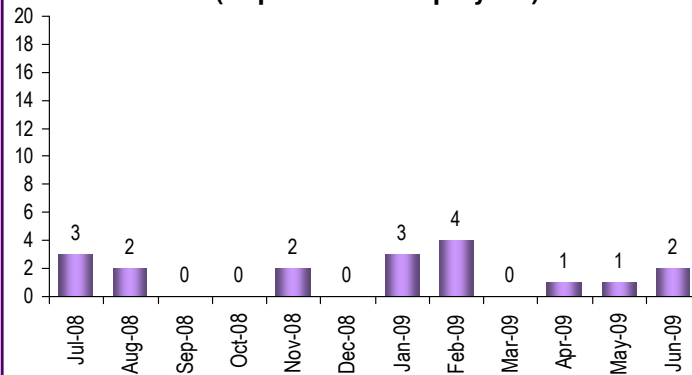
Performance Measures

Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Disciplinary Grievances (Represented Employees)



Total # Disciplinary Grievances Filed: 18

Disciplinary Appeals (Non-Represented Employees filed with Personnel Resources Board)

0 Dismissal
0 Demotion
0 Suspension
0 Reduction in salary

Zero Total Disciplinary Appeals Filed with PRB

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Disposition (Outcomes) of Disciplinary Grievances

- Withdrawn – 22% (4)
- Settled – 45% (8)
- Pending – 33%(6)

Disposition (Outcomes) of Disciplinary Appeals*

- Withdrawn - 1

*Outcomes issued by Personnel Resources Board

Data Time Period: 07/08 through 06/09
Source: WSDOT Grievance Tracking and PRB

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rate: key occupational categories

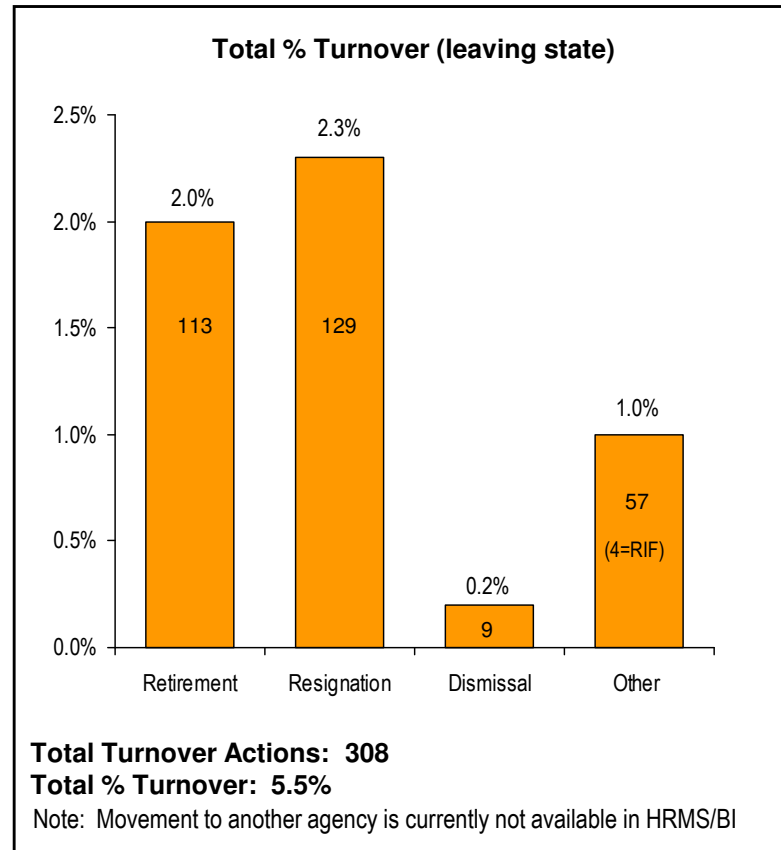
Workforce Diversity Profile

Employee Survey Information

Retention measure (TBD)

Turnover Rates – Employees in Permanent, Appointed and Exempt Positions Only

Agency Priority: Low



Analysis:

- The WSDOT turnover rate continues to decline. During FY08 the rate was 6.3%.
- Retirements increased by .2% from FY08.
- Resignations continue to decline: FY07 = 4.1%, FY08 = 3.7%, FY09 = 2.3%.

Action Steps:

- The agency's Classification/Compensation Manager will monitor turnover via a weekly separation actions audit for unexpected trends that may appear throughout FY10.

Workforce Diversity Profile

Agency Priority: Medium

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rates and types

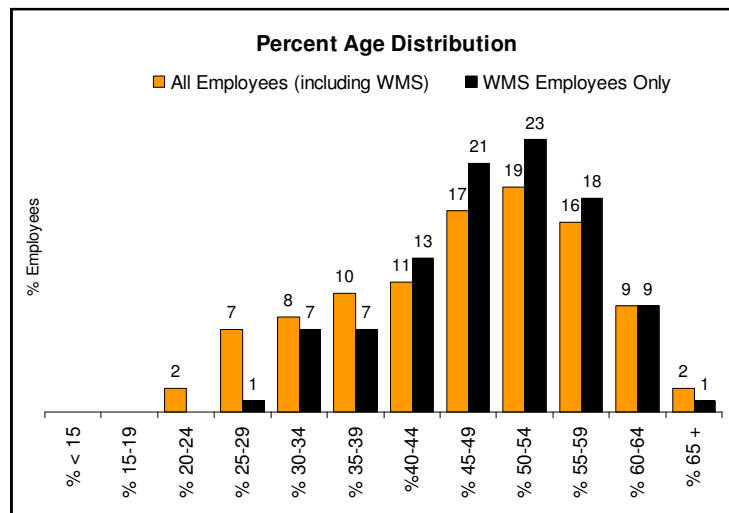
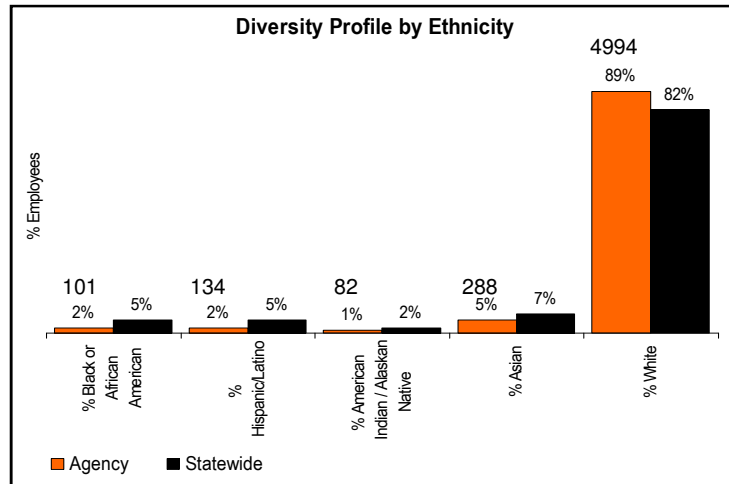
Turnover rate: key occupational categories

Workforce Diversity Profile

Employee Survey Information

Retention measure (TBD)

	Agency	State
Female	26% - 1479	53%
Persons w/Disabilities	03% - 174	4%
Vietnam Era Veterans	06% - 328	6%
Veterans w/Disabilities	00% - 26	2%
People of color	11% - 605	18%
Persons over 40	74% - 4142	74%



Analysis:

- Workforce Diversity Profile Data captures employees who were 'Active', with Permanent State Status, on 6/30/09 (total = 5599).
- There has been little to no change in the percentages for each category since FY07.

Action Steps:

- The HR Operations Supervisor will work with the agency's Office of Equal Opportunity and the HR Recruitment Services Office to establish a method to better capture diversity information and ensure that once gathered it is entered appropriately into the Human Resource Management System (HRMS).

Data as of 06/09
Source: DOP HRMS BI

Employee Survey Ratings

Agency Priority: Low

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rates and types

Turnover rate: key occupational categories

Workforce Diversity Profile

Employee Survey Information

Retention measure (TBD)

Question	Avg April 2006	Avg Nov 2007
1) I have the opportunity to give input on decisions affecting my work.	3.6	3.7
2) I receive the information I need to do my job effectively.	3.9	3.9
3) I know how my work contributes to the goals of my agency.	4.2	4.2
4) I know what is expected of me at work.	4.3	4.3
5) I have opportunities at work to learn and grow.	3.7	3.8
6) I have the tools and resources I need to do my job effectively.	3.9	3.9
7) My supervisor treats me with dignity and respect.	4.2	4.3
8) My supervisor gives me ongoing feedback that helps me improve my performance.	3.5	3.6
9) I receive recognition for a job well done.	3.2	3.4
10) My performance evaluation provides me with meaningful information about my performance.	3.1	3.3
11) My supervisor holds me and my co-workers accountable for performance.	4.1	4.1
12) I know how my agency measures its success.	3.5	3.6
13) My agency consistently demonstrates support for a diverse workforce.		4.1

Overall average: 3.8 3.9

Number of survey responses: 4073 3569

Data as of 11/07

Source: Statewide Employee Survey

Analysis:

- When comparing the 2006 and 2007 surveys, the agency increased the average rating in 12 of the 13 questions. Scale: 3 = Occasionally, 4 = Usually, 5 = highest rating and means *Almost Always or Always*. In 2006 the overall average rating was 3.76 and in 2007 it was 3.86.
- The agency is doing well at providing tools, resources and opportunities to employees in order to learn and grow and to do jobs effectively.
- The impact of the agency's Performance Management Program should be reflected in the results on the next employee survey, currently being conducted.

Action Steps:

- The agency will review the 2009 survey results, once they are gathered, and identify areas for improvement as it relates to workforce management and to work toward making identified improvements.